

Yale University

Herbert Y. Reynolds
Pulmonary Section
Department of Internal Medicine
Yale University School of Medicine
105 LCI
P.O. Box 3333
New Haven, Connecticut 06510-8038

Campus address:
105 LCI
60 Davenport Avenue
Telephone:
203 785-4163

September 25, 1985

Attalah Kappas, M.D.
Fairchild Professor
and Vice President
The Rockefeller University Hospital
1230 York Avenue
New York, N.Y. 10021-6399

CONFIDENTIAL
LETTER OF REFERENCE

Re: Ronald G. Crystal

Dear Dr. Kappas:

It is a great pleasure for me to comment on Dr. Crystal's career and scientific work and how he might contribute to the research and clinical programs of the Rockefeller University Hospital. I write from the bias of a friendship of about 12 years and joint research work and collaboration on lung problems during that interval. It is evident from the stature of the Pulmonary Branch within the intramural program of the National Heart, Lung, Blood Institute that Ron Crystal has been enormously successful in making this Section one of (if not the undisputed leader) most visible places for clinical lung research in the US and perhaps the world. He has been a good manager, has planned his areas and projects well and has then been able to motivate his personnel to accomplish fine research work. Of course we all realize the considerable resources that the NIH can provide to a successful group, but making the whole thing gel and then holding the laboratory together for an extended period so that meaningful work is accomplished requires a special knack and personality which Dr. Crystal seems to have. Not only has the Branch been most successful in publications (over 200 in his CV) but the individual development of the young physician-scientists who have worked there has been, perhaps, the greatest legacy of the program. These people have become distinguished investigators in their own right and many have become the new Chairmen of Pulmonary Sections at major medical schools. A number of foreign alumni are also quite impressive.

Dr. Crystal's overall work on interstitial lung diseases and more recently in other areas dealing with proteolytic lung injury and certain hereditary deficiency diseases has been done almost exclusively in patients or normal people, thus his work has truly been clinical in its orientation and substrate material. I would anticipate that this patient orientation would continue, for Dr. Crystal is a superb physician and pulmonologist. I think that he can duplicate this clinical program at the Rockefeller Hospital and continue this work, plus enjoy significant clinical collaboration with the New York Hospital-Cornell Medical Center pulmonary clinicians. His

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Attallah Kappas, M.D.

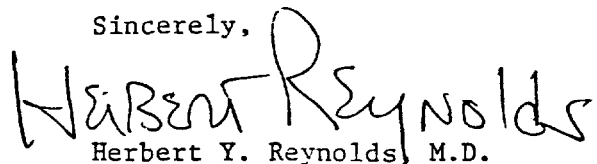
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organizational skills are formidable to say the least so he should be able to develop a program quickly and make it operational. Most importantly, he knows how to select capable people and to stimulate them to a high performance, so the training aspects should be excellent.

You are fortunate to have a person of considerable energy (not to mention his strenuous jogging and marathon participation), vision and technical ability who could definitely develop a superb program at The Rockefeller if given sufficient resources.

With kind regards,

Sincerely,

A handwritten signature in dark ink, reading "Herbert Reynolds". The signature is written in a cursive, slightly slanted style. The first name "Herbert" is written in a smaller, more compact script, while "Reynolds" is written in a larger, more flowing script. The signature is positioned above the printed name and title.

Herbert Y. Reynolds, M.D.
Professor of Internal Medicine
Head, Pulmonary Section

HYR/jcp